



# Cleveland Division of Police 2014 Staffing Committee Update

Calvin Williams; Chief of Police

11-6-14

# Staffing Committee

- ▶ In June of 2014, Chief Williams charged Deputy Chief Drummond with establishing a “Staffing Committee” to complete a thorough review staffing practices within the Cleveland Division of Police.
- ▶ The goals of the Committee are to:
  - Review District Staffing
  - Review Support Unit Staffing
  - Determine if other cities staffing practices could apply to our needs.
  - Make recommendations for improving service in all areas of policing

# Staffing Committee

The Staffing Committee is chaired by Commander Thomas McCartney (District 1) and includes a variety of Divisional members:

- ▶ District Commanders
- ▶ Investigative Bureau Commander
- ▶ Timekeeping staff
- ▶ Policy staff
- ▶ Union representation
- ▶ Crime Analysis staff
- ▶ Various members of rank, experience and positions within the Division

# Staffing Committee

- ▶ The objectives of the committee are work in progress.
- ▶ The following tasks have been accomplished:
  - District Workload Analysis
  - Investigative Workload Analysis
  - Proposals Discussed
    - “Neighborhood First” Zone Staffing
    - “Prisoner Wagon” Implementation
    - Adjusting Platoon start times
    - Identifying civilian positions to free officers for patrol



# Staffing Committee

## District Workload Review

The process to staffing a police patrol section has always challenged police administrators.

A fine balance of community, geographical and budgetary needs must be met.

The Committee analyzed several common processes in deployment.

# Staffing Committee

## District Workload Review

Four basic approaches exist for deployment of police workforces <sup>(1)</sup>:

- 1) Per Capita
- 2) Minimum Staffing
- 3) Authorized Level
- 4) Workload Based

# Staffing Committee

“Per Capita” <sup>(2)</sup> deployment approach

Definition: Estimating staff based on resident population.

Advantages:

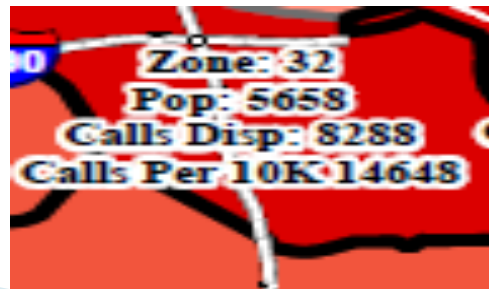
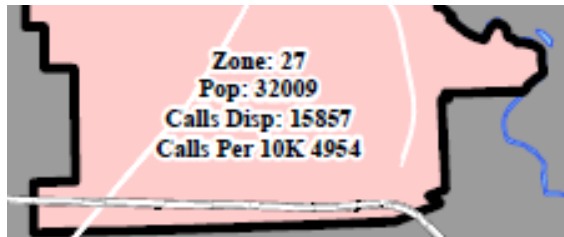
- ▶ Simple to use and easy to interpret
- ▶ Readily available data

Disadvantages:

- ▶ Doesn't take into account all duties of an officer
- ▶ Optimum staffing rate does not exist

# Staffing Committee

- ▶ Cleveland Example using a “1 / 1000” ratio
  - Zone 27 (Old Brooklyn: 32,000 pop with 4954 calls per 10,000 people)
    - 32 officers would be needed to patrol this area
  - Zone 32 (North Broadway: 5658 pop with 14,648 calls per 10,000 people)
    - 5 officers would be needed to patrol this area



# Staffing Committee

## “Per Capita” deployment in Cleveland

- ▶ Given the geographical layout of the Division, “Per Capita” deployment would have to be funneled down to the zone level.
- ▶ This process would create large areas of understaffed zones in areas of the city with high rates of calls for service.
- ▶ The Committee believes this would not be a valid deployment plan for Cleveland.

# Staffing Committee

## “Minimum Staffing” <sup>(3)</sup> Approach

- ▶ Definition: Estimating a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety <sup>(4)</sup>
- ▶ Advantages:
  - Reinforces community beliefs that a minimum number of officers are needed to ensure public safety.
  - Relatively easy process with clearly defined zones
- ▶ Disadvantages:
  - Not based on factual statistics
  - Minimum levels sometimes result in police overtime
  - Reduces a departments ability to be flexible in deployment

# Staffing Committee

## “Authorized Level” <sup>(5)</sup> Approach

- ▶ Definition: Uses only budgetary considerations to specify the number of officers to be deployed.
- ▶ Advantages:
  - Easy to use due to known resources in a budget
- ▶ Disadvantages:
  - Does not reflect identified criteria such as crime rates, calls for service, community needs
  - May create an artificial benchmark for need
  - The agency may be able to meet demand with fewer officers than authorized.



# Staffing Committee

## “Workload Based” <sup>(6)</sup> Approach

- ▶ **Definition:** A comprehensive attempt to determine appropriate workforce levels considering actual police workloads.
- ▶ **Advantages:**
  - Statistical driven
  - Codified as a CALEA standard (16.1.2)
- ▶ **Disadvantages:**
  - No universally accepted “method” for conducting workload assessment
  - Typical models are complicated and require intensive calculations

# Staffing Committee

- ▶ The Cleveland Division of Police utilizes a “hybrid” approach to deployment
  - The “Workload Approach” is the primary process for deployment into the District’s and some detective unit operations.
  - The “Minimum Staffing” is the primary process for deployment into zone and SR cars.
  - The “Authorized Level” approaches are also used for support units and where federal grants dictate levels.

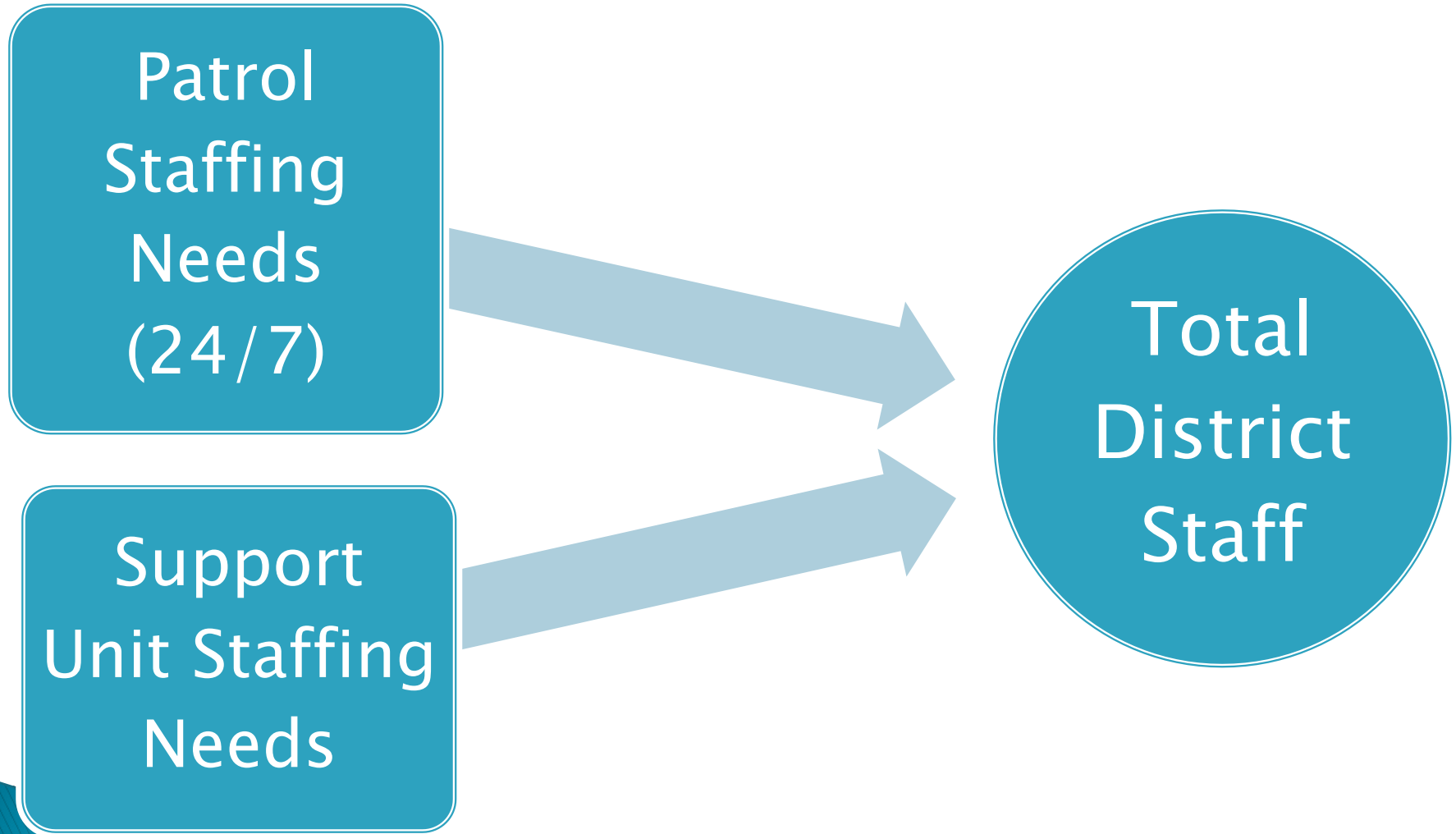
# Staffing Committee

## District Staffing Summary

- ▶ The City of Cleveland currently has 5 geographical Police Districts
- ▶ Each District has a Patrol and Support Section
  - Patrol Section includes:
    - 24/7 staffing of zone cars and SR Cars
  - Support Section includes:
    - Detective Unit
    - Community Services Unit
    - Vice Unit
    - District Traffic Unit
    - Downtown Service Unit (District 3 only)

# Staffing Committee

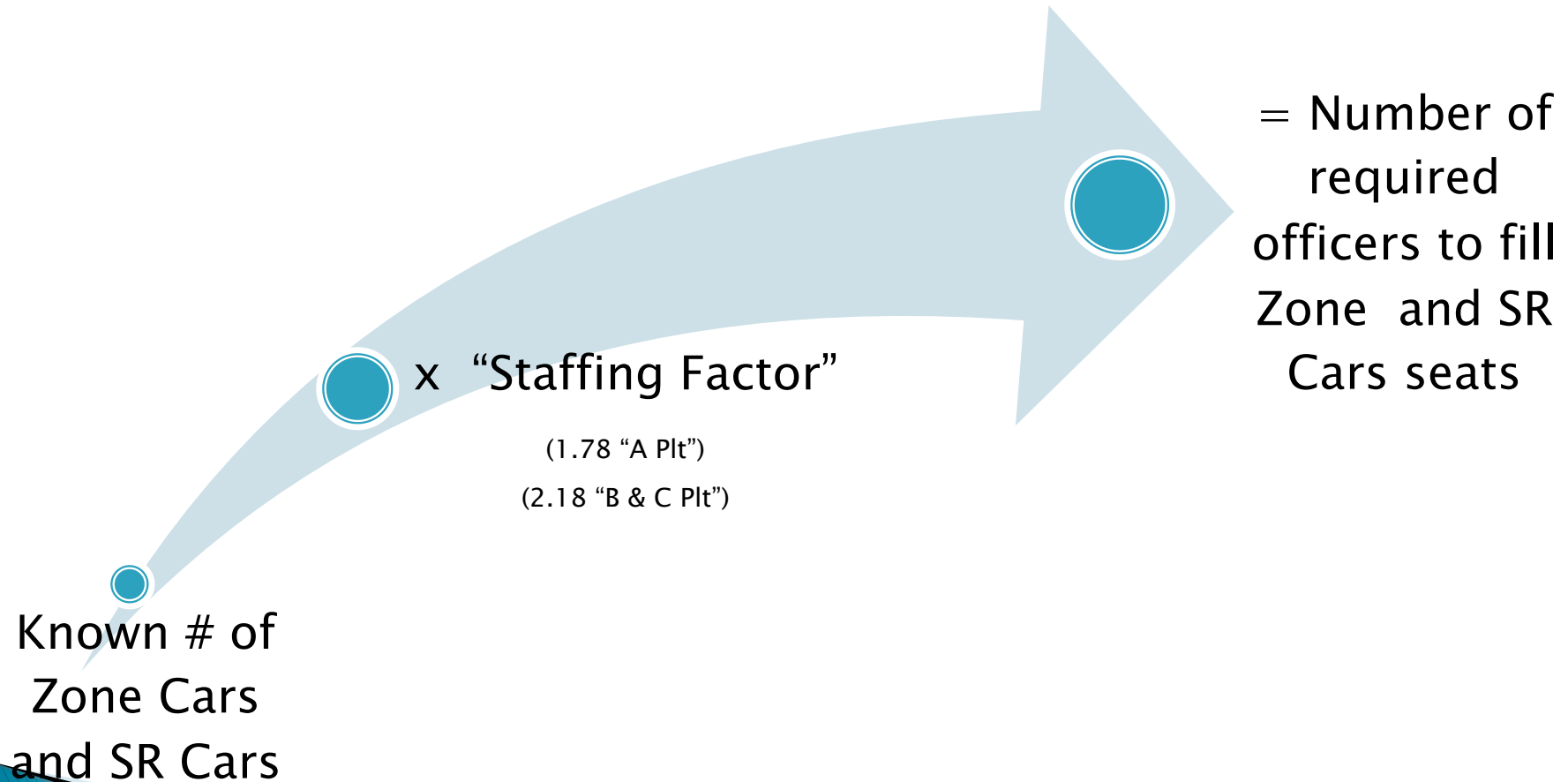
## District Staffing Summary



# Staffing Committee

## District Staffing Summary

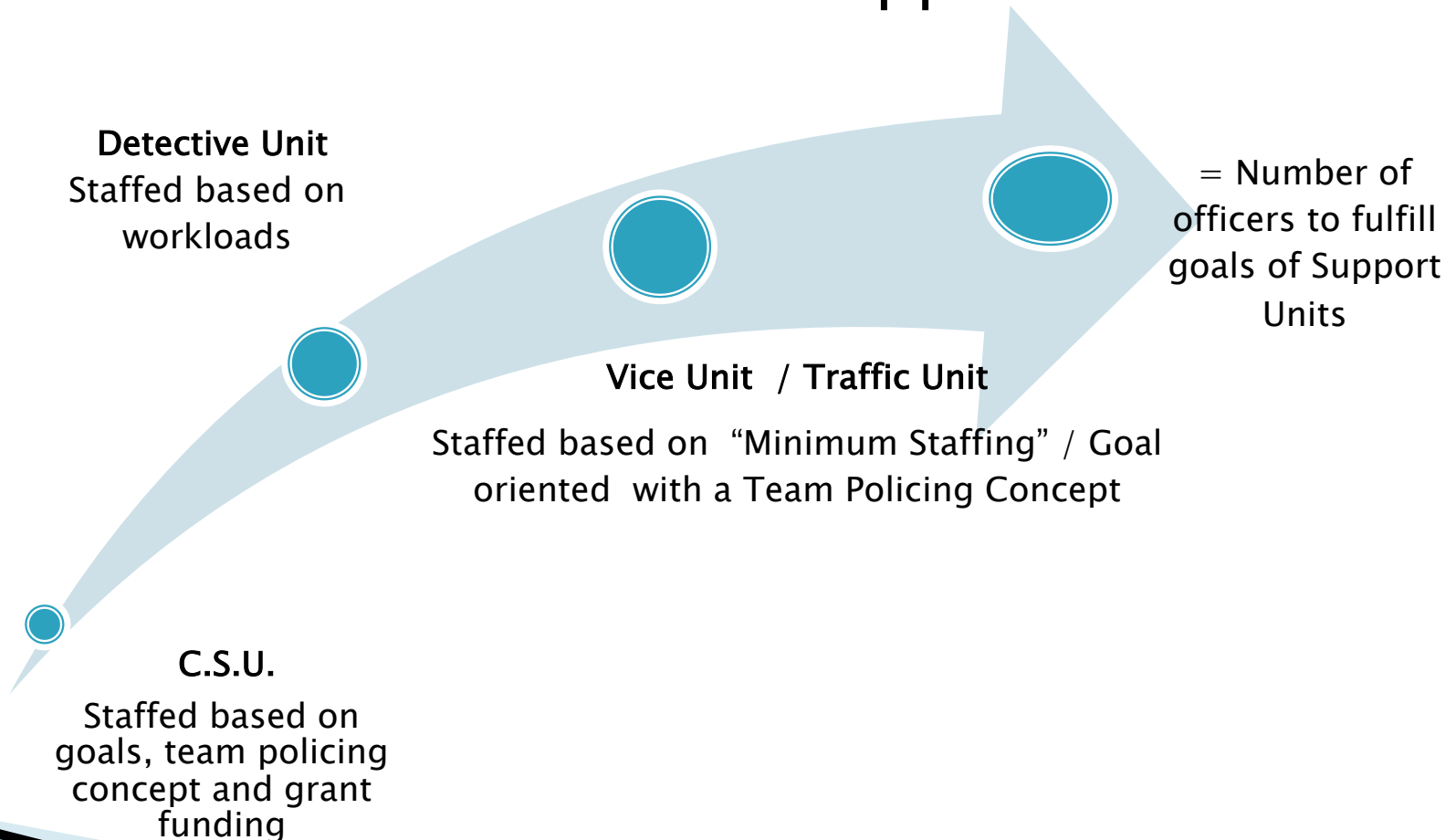
How do we staff our Patrol Section?



# Staffing Committee

## District Staffing Summary

How do we staff our District support units?



# Workload Analysis

## Downtown Services Unit Staffing

- ▶ The D.S.U. creates a unique staffing situation within the Division.
  - ▶ A stand alone patrol unit within the 3<sup>rd</sup> District
- ▶ The staffing of D.S.U. is generally based on a “minimum staffing” approach

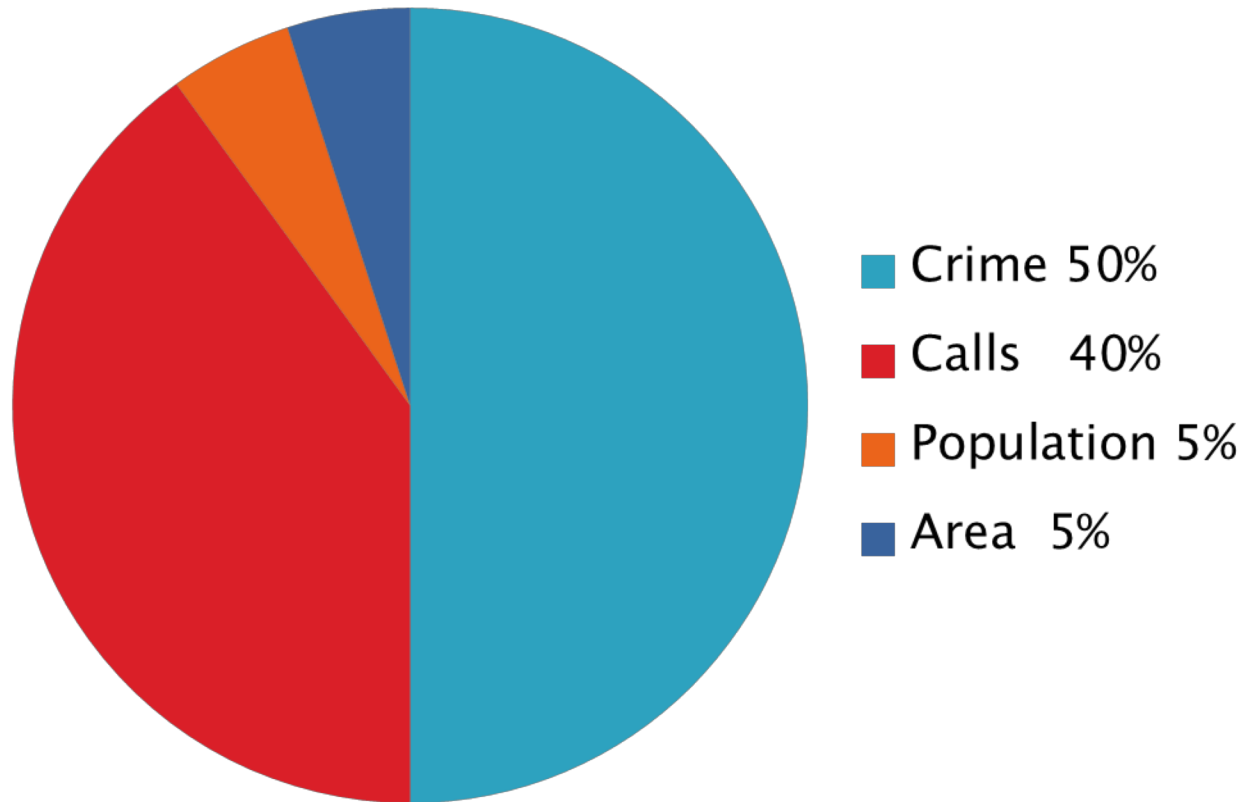


# Workload Analysis

- ▶ The current “Workload” approach was dissected to determine if the assigned weight given to each topic was sufficient for existing needs.
  - The Workload Formula determines a “workload percentage” OR “burden of work” for each District.
  - The results are intended to be a guide; they are not hard numbers and are flexed depending on unique district characteristics
  - The Downtown Services Unit was not included in the workload analysis

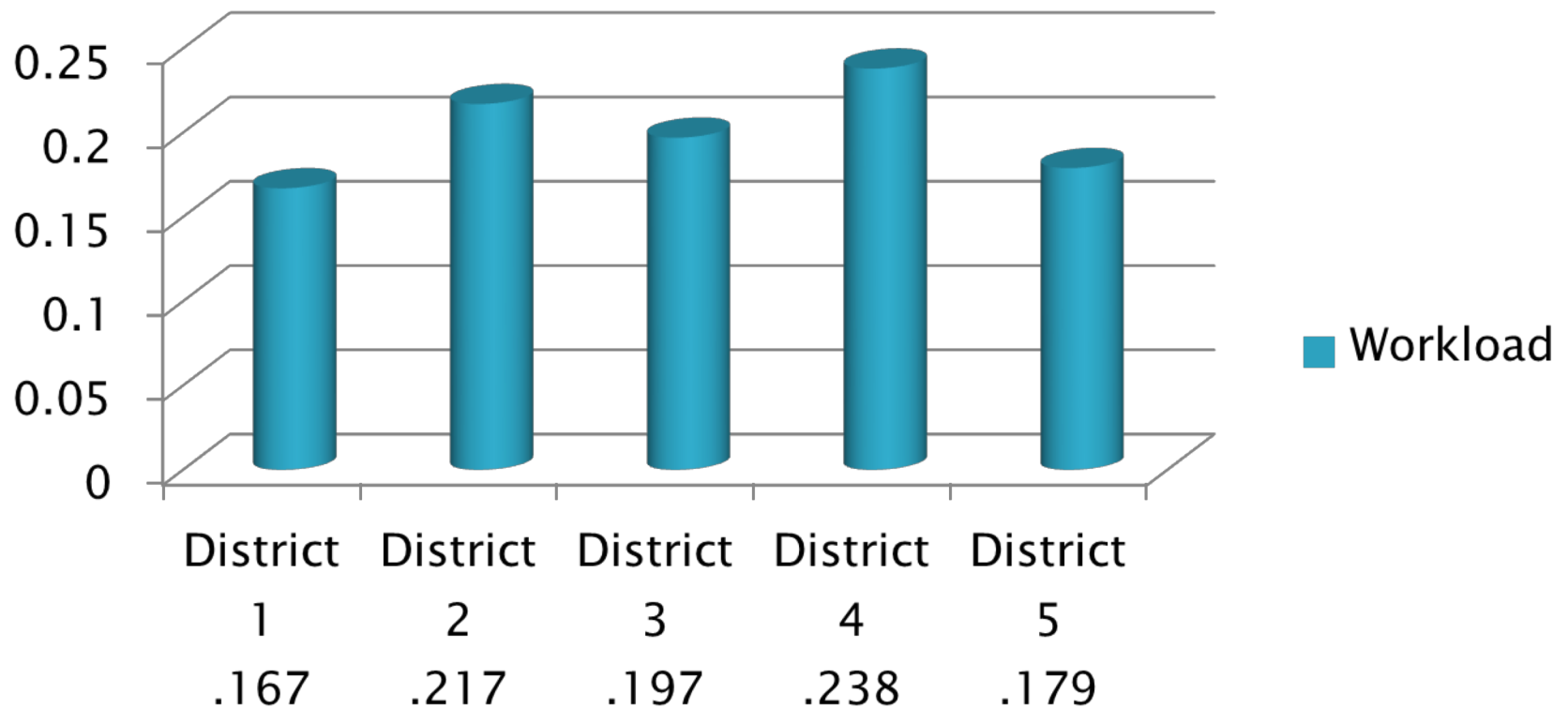
# Workload Theory

Current “weights”



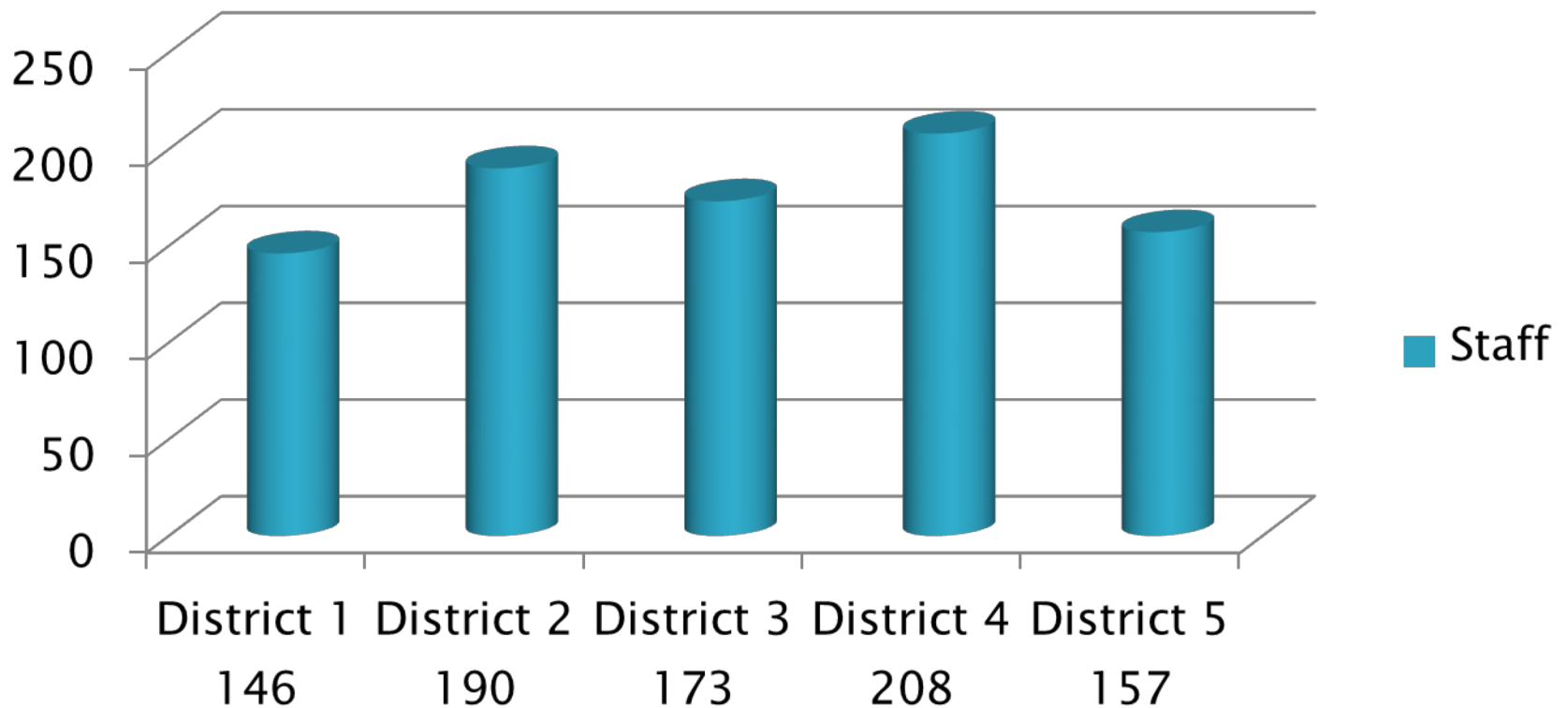
# Workload Theory

Current Workload



# Workload Theory

## Current District Staff



# Workload Analysis

- ▶ **Task:** Evaluate impact of changing the calculation “weights” given to statistics when determining the number of officers to be assigned to a district.
- ▶ **Evaluation Process:**
  - The formula was manipulated several times to provide examples of how changing the percentages would impact workload burdens in each District.

# Workload Review Findings

- ▶ The following calculations were studied:
  - ▶ Crime % were increased and decreased
  - ▶ Calls for Service % was increased and decreased
  - ▶ Population % was increased, decreased and eliminated in some calculations
  - ▶ Area % was increased and decreased in certain models
  - ▶ Enforcement % was added into calculations
    - ▶ Previously not considered
  - ▶ All factors were given equal %

# Workload Review Findings

## Summary:

- ▶ Each change in % resulted in minor changes in the workload burden and thus the number of officers assigned to each district.
- ▶ The impact in changing the % values proved minimal to staffing levels in the District's.
- ▶ The Committee Recommends continuing utilizing the current "Workload" approach and values for basic patrol staffing.



# Investigative Unit Analysis

- ▶ The Staffing Committee also began initial reviews in staffing detective / investigative units
- ▶ The process of determining staffing for investigative units is equally as challenging for police administrations
  - ▶ Each departments follow up process is different
  - ▶ Set investigative “times” do not exist
  - ▶ Units that specialize in a particular crime can not be compared to a general detective unit
    - ▶ Follow up times vary too greatly for comparison

# Investigative Unit's Analysis

## Current Staffing Situation

- ▶ Each police District has a Detective Unit
  - ▶ Classified as a “general” detective unit following up on:
    - ▶ Robbery
    - ▶ Burglary
    - ▶ Felonious Assault
    - ▶ Missing Persons
    - ▶ Thefts
- ▶ An analysis of District workloads is still being completed.

# Investigative Unit's Analysis

## Current Staffing Situation

- ▶ The Division's Special Investigative Bureau handles specialized investigations
  - A current total of 59 detectives are assigned to handle special investigations including:
    - Domestic Violence
    - Sex Crimes / Child Abuse
    - Financial Crimes
    - Hit Skip Investigations
    - Accident Investigations
    - Homicides

# Investigative Unit's Analysis

- ▶ The Staffing Committee completed a staffing review of the Special Investigation Bureau
- ▶ William Prummells “Allocation of Personnel: Criminal Staffing Formula Worksheet” <sup>(7)</sup> was utilized to complete this task

# Investigative Unit's Analysis

		Homicide *	Rape/Sex Batt	Other Sex Crimes	DV	Financial Crimes
A	Assigned Cases Per Year (Need Accurate Numbers)	100	500	1050	2772	366
B	Avg Hours Per Case	146.7	15.6	6.5	6	12
C	Hours Spent on Assignment (AxB)	14670	7800	6825	16632	4392
D	Allocation of Time Factor (63% Invest 37% Admin)	1.6	1.6	1.6	1.6	1.6
E	Min Hours Required (Cx D)	23472	12480	10920	26611.2	7027.2
F	Number of Days worked Per Year	198	198	198	198	198
G	Avg Daily Workload in Hours (E/F)	118.5454545	63.03030303	55.1515152	134.4	35.49090909
H	Hours Worked Per Shift Per Person	8	8	8	8	8
I	Number of Detectives Needed Per Day (G/H)	15 * (20)	8	7	17	5

	Current 2014 Recommended Detective Total	17*	18 (14 working-:4 detailed)	14 (13 working cases : 1 detailed )	4
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# Investigative Unit's Analysis

- Additional Remarks on analysis
  - The Homicide Unit results are strictly based on estimated homicides per year
  - Homicide duties not considered in the calculations include:
    - Child fatality Investigations
    - Dead Body Investigations
    - Use of Deadly Force Team Investigations
    - Felony Invests, Special and other investigations
  - It is estimated that 5 detectives should be added to the worksheet findings to handle this workload
    - Based on ICAP's best practices policy of having one lead detective for five homicides per year

# Investigative Unit's Analysis

- Additional Remarks on analysis
  - The Domestic Violence and Sex Crimes Units have officers detailed to task forces
  - The Hit Skip Unit was not analyzed at this time
    - Hit Skip investigations vary greatly in “time per assigned case”
    - 4 Detectives have traditionally been assigned to handle approx. 4000 hit skip investigations
  - Accident Investigation Unit
    - AIU is staffed based on a “minimum staffing “ approach
    - Minimum Staffing applied reveals:
      - 1 car per shift x 3 x 3 officers per shift (relief factor)
      - 9 Field Investigators and 1 Follow Up detective should be assigned to AIU



# Investigative Unit's Analysis

- ▶ The results indicate a shortage of detectives exist to handle current caseloads in the following units based on CURRENT CPD Recommendations:
  - Homicide Unit : – 3 (\*including additional duties)
  - Sex Crimes / Child Abuse Unit: –2 (PERF recommends 20 detectives)
  - Domestic Violence Unit: –4
  - Financial Crimes Unit: –1
  - Hit Skip Unit: (Not analyzed on worksheet)
  - Accident Investigation Unit : – 2 (based on minimum staffing approach)

# Investigative Unit's Analysis

- ▶ For comparison, crime statistics and detective staffing request from the cities of Cincinnati, Columbus, Pittsburgh and Indianapolis were submitted.
- ▶ The Staffing Committee is waiting for the results of this request.....

# Staffing Committee Proposals

- ▶ Several recommendations have been presented and are under further study:
  - ▶ “Neighborhoods First” Zone staffing
    - ▶ Assigning a zone car to each city neighborhood on each shift
  - ▶ Adjusting Platoon Start Times
    - ▶ Provides for better coverage
  - ▶ Civilian Positions
    - ▶ Attempt to identify administrative positions that can be civilianized to free up officers for patrol

# Divisional Objectives

- ▶ Increase the Downtown Service Unit due to an exploding Downtown residential population and attractions
- ▶ Address policing challenges with growing nightlife in Neighborhood Entertainment Areas and commercial districts:
  - ▶ Kamms Corners
  - ▶ Waterloo Arts District
  - ▶ Ohio City
  - ▶ Tremont
  - ▶ Gordon Square
  - ▶ Little Italy
  - ▶ Midtown Corridor

# Divisional Objectives

- ▶ Address policing challenges in growing business and commercial districts:
  - ▶ Midtown Corridor
  - ▶ University Circle / Uptown Area
  - ▶ Opportunity Corridor

# Divisional Objectives

- ▶ Implementing some of the Staffing Committee recommendations including:
  - ▶ Increased Zone Car Staffing
  - ▶ Additional Detectives as demonstrated
    - ▶ Sex Crimes / Child Abuse
    - ▶ Domestic Violence
    - ▶ Financial Crimes
    - ▶ Homicide
    - ▶ Accident Investigations

# Divisional Objective

- ▶ The previously identified tasks the Division of Police is facing have a direct impact into our goal of providing top notch police service's.

# Divisional Objective

- ▶ Increase the Divisions base staffing by 70 officers to address the challenges we are facing
- ▶ Distribution of the additional 70 officers would include:
  - ▶ 25 grant funded officers
    - ▶ 10 Gang Impact Unit
    - ▶ 15 Community Policing Unit
  - ▶ An increase of 10 Lieutenants
  - ▶ An increase of 5 Sergeants
  - ▶ Increase to detective staffing



# Divisional Objective

- ▶ This increase to police staffing will:
  - ▶ Fulfill the Divisions obligation to the citizens and visitors to the City of Cleveland.
  - ▶ Reinforce a community policing based philosophy
  - ▶ Provide additional management and oversight at the supervisory level

# 2016 Republican National Convention

- ▶ One of the most significant events in the history of the Division of Police is the 2016 Republican National Convention.
- ▶ Maintaining police services away from the central business district will need to be addressed
  - ▶ It is estimated that 700 officers will be needed to staff Patrol operations daily.
    - ▶ 12 hr shifts
    - ▶ 100% Basic Patrol Staffing

# 2016 Republican National Convention

- ▶ The Division is working on developing staffing plans to accommodate this task.
- ▶ We must also take into account policing issues related to the RNC that are not at the Downtown convention site such as increased tourism:
  - ▶ Popular Neighborhood destinations
  - ▶ Hotel sites away from Downtown
  - ▶ Increased traffic on interstates and surface streets
    - ▶ Enforcement, traffic crashes, traffic control

# The End!

# Questions?

# Research Footnotes

(1) through (6) : The Police Chief Magazine:  
Volume LXXX: No. 4, April 2013 By Staff  
writers

(7): Allocation of Personnel: Investigations :  
By : William Prumell (unknown year)